



State of Washington

MANAGER DEVELOPMENT AND PERFORMANCE PLAN

The Management Development & Performance Plan (MDPP) is the standardized appraisal system for evaluating the performance of state agency managers. The MDPP is a communication and planning tool to be prepared jointly by the managerial employee and his/her supervisor. The MDPP facilitates setting future results-based expectations, and emphasizes development and continuing refinement of those knowledge, skills, and abilities (KSA's) critical to managerial effectiveness. It also facilitates discussion and feedback on results achieved and the exercise of the KSA's most critical to the managerial employee's job. The maximum length of the performance period for the MDPP is 12 months. For trial service or probationary reviews, the performance period will normally be six months.

The MDPP process is a participative one, with the managerial employee and supervisor working together. **Mutual participation** is the key to planning future results and skill development in a way that is clearly understood and committed to by both parties. Mutual participation also fosters an accurate assessment of past performance. Prior to the first meeting to discuss *Significant Results Expected* (Section One) and the *KSA Development Plan* (Section Two), the supervisor and managerial employee individually prepare drafts of these sections. After meeting with the managerial employee to review and discuss the drafts, the supervisor decides on the final wording and completes Sections One and Two. The *Agreement of Understanding* (Section Three), must then be signed by both parties. At the end of the MDPP period (usually one year), both parties independently prepare drafts of the *Significant Results Assessment* (Section Four) and the *KSA Assessment* (Section Five). They then meet to review and discuss the sections. The supervisor, decides on the final wording and completes Sections Four and Five. Finally, *Comments and Signatures* (Section Six), is completed by the managerial employee, the supervisor, and finally by the reviewer. At this time the preparation of a new MDPP should begin.

A MDPP User's Manual has been prepared to assist you in learning about and making the best use of this form. Supervisors and managerial employees should read the User's Manual to better understand the purpose of this form, the process for completing the form, and the results that can be achieved through thoughtful and accurate use.

This form is for managerial employees only. Other employees should be evaluated with the Employee Performance Evaluation form (SF9128).

MDPP PERFORMANCE PERIOD From: _____ To: _____	PURPOSE OF APPRAISAL <input type="checkbox"/> Annual <input type="checkbox"/> Trial Service <input type="checkbox"/> Probationary <input type="checkbox"/> Other
MANAGERIAL EMPLOYEE'S NAME (Last, First, MI)	ANNIVERSARY DATE
JOB TITLE	POSITION TYPE <input type="checkbox"/> Exempt <input type="checkbox"/> Classified <input type="checkbox"/> Career Executive Program
AGENCY	DIVISION/SECTION
SUPERVISOR'S NAME	TITLE

SECTION ONE

SIGNIFICANT RESULTS EXPECTED
(TO BE COMPLETED AT THE BEGINNING OF THE PERFORMANCE PERIOD)

Instructions: Together, the managerial employee and his/her supervisor identify *Significant Results Expected* during the upcoming performance period. Expected results should be written in such a way that both parties understand the meaning and will know whether the result has been achieved at the end of the period. Normally, the focus should be on desired results. However, when process is also important, it should be noted. It may be useful to specify completion dates and priorities. Results should be significant and challenging, but realistic. As new issues or responsibilities arise during the performance period *Significant Results Expected* may be revised. Revisions should be noted and initialed by both the managerial employee and supervisor. *Good planning and serious attention paid to the completion of this section will aid tremendously in discussing actual results achieved at the end of the performance period.* Add additional significant results expected if necessary.

A.

B.

C.

D.

E.

SECTION TWO**KSA DEVELOPMENT PLAN**

(TO BE COMPLETED AT THE BEGINNING OF THE PERFORMANCE PERIOD)

Instructions: Together, the managerial employee and his/her supervisor discuss the knowledge, skills, and abilities (KSA's) critical to managerial effectiveness for the position the manager holds and in relation to expected results. Identify performance elements needing further development to enhance the managerial employee's present and future success. KSA's generally critical to effectiveness in state service are noted below and outlined in detail in Section Five. Other important KSA's unique to the managerial employee's job and organization should also be included in this plan. Outline a plan of training or other relevant activities to address the managerial employee's developmental needs.

Critical KSA's:

Communication
Decision Making
Interpersonal Skills
Leadership

Planning
Human Resource Management
Program Management
Interacting with the External Environment

See attached Individual Development Plan.

SECTION THREE**AGREEMENT OF UNDERSTANDING**

(TO BE COMPLETED AT THE BEGINNING OF THE PERFORMANCE PERIOD)

The signatures below indicate that the managerial employee and his/her supervisor have discussed the performance and developmental expectations (as described in Sections One and Two) for this performance period and understand the meaning and importance of those expectations. The managerial employee and his/her supervisor should each keep a copy of sections One through Three.

Managerial Employee

Supervisor

(Signature)_____
(Date)_____
(Signature)_____
(Date)

SECTION FOUR **SIGNIFICANT RESULTS ASSESSMENT** (TO BE COMPLETED AT THE END OF THE PERFORMANCE PERIOD)

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(TO BE COMPLETED AT THE END OF THE PERFORMANCE PERIOD)

Instructions: At the end of the performance period the managerial employee and his/her supervisor should discuss and assess significant results achieved. Document *Actual Results Achieved* corresponding to those planned in Section One, including qualitative/quantitative comments relating to those results. *Other Significant Accomplishments* that were not anticipated at the beginning of the period should also be documented in the space provided.

ACTUAL RESULTS ACHIEVED: (Attach additional sheets if needed)

A.

B.

C.

D.

E.

OTHER SIGNIFICANT ACCOMPLISHMENTS: (Attach additional sheets if needed)

SECTION FIVE

KSA ASSESSMENT

(TO BE COMPLETED AT THE END OF THE PERFORMANCE PERIOD)

Instructions: At the end of the performance period, the managerial employee and his/her supervisor discuss the use of critical knowledge, skills, and abilities (KSA's). The eight KSA's deemed critical to most state managerial positions are listed. "Prompts" are included under each KSA to facilitate discussion of the managerial employee's performance in these areas. KSA's not relevant to the managerial employee's position should be so noted. KSA's important to the position, but not listed, should be added by the supervisor under "Other KSA's."

The supervisor provides a detailed narrative on KSA use. The feedback of well thought out, descriptive comments can help the managerial employee focus on areas in need of development. Information from this section will also be used in preparing the KSA Development Plan for the next performance period.

CRITICAL KSA's

DETAILED NARRATIVE (Add additional sheets, if needed)

<p>1. COMMUNICATION</p> <ul style="list-style-type: none"> • Adapts communications to diverse audiences • Delivers quality oral presentations • Demonstrates verbal/nonverbal consistency • Shares appropriate information internally and externally • Manages meetings effectively • Possesses effective listening skills • Writes clearly and concisely • Speaks clearly and concisely 	
<p>2. DECISION MAKING</p> <ul style="list-style-type: none"> • Takes calculated risks • Uses a logical rational approach • Makes timely/responsive decisions • Takes responsibility for decisions • Modifies decisions based on new information when appropriate • Involves appropriate others in the decision making process 	

<p>3. INTERPERSONAL SKILLS</p> <ul style="list-style-type: none"> • Relates well with others • Demonstrates trust, sensitivity and mutual respect • Provides timely and honest feedback in a constructive and non-threatening way • Maintains confidentiality • Accepts constructive criticism • Demonstrates consistency and fairness • Negotiates effectively 	
<p>4. LEADERSHIP</p> <ul style="list-style-type: none"> • Coaches and mentors; inspires and motivates • Delegates responsibility with associated authority • Demonstrates self-confidence • Leads by example; serves as appropriate role model • Promotes a cooperative work environment • Sets clear, reasonable expectations and follows through • Remains visible and approachable and interacts with others on a regular basis • Demonstrates high ethical standards • Gains support and buy-in through participation of others 	
<p>5. PLANNING</p> <ul style="list-style-type: none"> • Maintains a clear focus on internal and external customer needs • Plans and budgets for future resource requirements • Anticipates problems and develops contingency plans • Effectively sets priorities • Establishes challenging, attainable goals and objectives • Identifies short and long range organizational needs • Looks to the future with a broad perspective 	

6. HUMAN RESOURCE MANAGEMENT

- Recruits, selects and retains capable, productive employees
- Achieves affirmative action objectives
- Promotes employee safety and wellness
- Demonstrates knowledge of personnel policies, labor agreements, and Merit System Rules
- Promotes workforce diversity
- Recognizes and rewards good performance
- Assesses and provides for employee development and training
- Encourages and assists employees to achieve full potential
- Evaluates employees timely and thoroughly
- Takes timely, appropriate corrective/disciplinary action

7. PROGRAM/PROJECT MANAGEMENT

- Monitors and verifies ongoing cost effectiveness
- Ensures quality and quantity standards are met
- Responds effectively to unforeseen problems
- Understands customer needs and ensures customer satisfaction
- Achieves results
- Uses resources efficiently and manages effectively within budget limits

8. INTERACTING WITH THE EXTERNAL ENVIRONMENT

- Works effectively within the political environment
- Exhibits knowledge and shows cooperation regarding intra- and inter-agency programs/activities/responsibilities
- Displays sensitivity to public attitudes and concerns
- Understands and cultivates stakeholder relationships
- Demonstrates team play

OTHER KSA's (as determined by supervisor):

SECTION SIX

COMMENTS AND SIGNATURES

(TO BE COMPLETED AT THE END OF THE PERFORMANCE PERIOD)

NOTE: The following signatures indicate that the managerial employee and his/her supervisor have mutually discussed the *Significant Results Assessment* (Section Four) and the *KSA Assessment* (Section Five) for the performance period indicated.

MANAGERIAL EMPLOYEE COMMENTS:

Managerial Employee's Signature

Date

SUPERVISOR COMMENTS:

Supervisor's Signature

Date

REVIEWER COMMENTS:

Reviewer's Signature

Date

THIS COMPLETES THE MDPP FOR THE PAST PERFORMANCE PERIOD. THE SUPERVISOR IS RESPONSIBLE FOR ENSURING THAT THE MANAGERIAL EMPLOYEE RECEIVES A COPY OF THE COMPLETED EVALUATION AND THAT A COPY IS PLACED IN THE OFFICIAL PERSONNEL RECORD. AT THIS POINT, SECTIONS ONE, TWO, AND THREE OF A NEW MDPP FOR THE ENSUING PERFORMANCE PERIOD SHOULD BE PREPARED.



INDIVIDUAL DEVELOPMENT PLAN

Pressing F11 will move you through the input fields on this form.

NAME: _____

PROGRAM: _____ SECTION: _____ JOB CLASS: _____

PLAN FOR TRAINING TO BE COMPLETED BY: _____

This is an agency developmental performance tool to assist you in mapping your personal and professional growth. This form a complement to the performance evaluation process as it tracks training, developmental assignments, mentoring and other career planning. This form is to be completed collaboratively with your supervisor during the evaluation process and be used as a way to track your career growth and effectiveness in your current and/or future career goals.

PLEASE DESCRIBE YOUR DEVELOPMENTAL GOALS:

For your present position:

For your career development:

Various methods are available to help you meet your needs. Please fill in relevant training and development information for the performance elements/KSA's identified during your evaluation. Prioritize each by indicating 1, 2, 3,...) You may attach separate sheets, if necessary. As specific training opportunities are fulfilled, please indicate date completed.

Sample:

Prior-ity	Performance Elements (EDPP) or Knowledge, Skills & Abilities (MDPP) (Customer Service, Decision Making, etc)	Desired Performance/Competency	Name of Training/Development To Fulfill Desired Performance Elements, if known	Trng/ Dev. Type*	Approx. Date to be Scheduled	Mark When Done
3	Customer Service	Responsive to Customer Needs	Customer Service	I	3/1999	
4	Work Processes & Results	Identify issues and alternative solutions	Mentoring (informal)	M	6/1999	
2	Decision Making	Make timely/responsive decisions	Unknown - training preferred	U	2/1999	
1	Other Development (Science-Based)	Design irrigation systems	Water System Workshop	I, O	12/1998	

*See next page for types

*Training/Development Types: O - Outside Trng I - In House Trng OTJ - On the Job Trng U-Unknown C - Conference CC - College Course M - Mentoring D - Developmental Assignment A - Associations OH - Other			
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Prior-ity	Performance Elements (EDPP) or Knowledge, Skills & Abilities (MDPP) (Customer Service, Decision Making, etc)	Desired Performance/Competency	Name of Training/Development To Fulfill Desired Performance Elements, if known	Trng/Dev. Type*	Approx. Date to be Scheduled	Mark When Done

Employee’s Signature _____ Date _____

Your supervisor’s signature acknowledges your developmental interests and goals in this plan. Time and resources will be considered by your supervisor throughout the duration of your plan. Ultimately you and your supervisor share responsibility for your personal and professional development. Ecology is committed to assisting you to the extent possible.

Supervisor’s Signature _____ Date _____

DISTRIBUTION:
 Office of Employee Services (original)
 Employee’s Supervisor
 Employee